

**Q. Why consider a DCL Program?**

A. The program offers several potential benefits for agencies and State Civil Service:

- Encourages highly skilled, technical employees to remain in government by providing expanded career opportunities.
- Discourages agencies from creating supervisory and managerial jobs just to be able to promote a good employee.
- Allows employees to remain in their chosen careers and not be forced to move into managerial jobs just to get a pay increase.
- Encourages employees to continually develop their skills and enhance their value to the organization.

**Q. What problems does it create?**

A. There are several potential problems associated with a Dual Career Ladder program. The most significant are:

- Employees and managers may have unrealistic expectations about the number of people who may become eligible for the DCL.
- The DCL may become a dumping ground for incompetent managers or a way to protect salaries of managers who have lost subordinates through lack of funding or reorganization.
- Specialized training necessary to become qualified for some DCL positions may not be readily available.
- Supervisors and managers may resent the pay levels of DCL positions.
- Classification distinctions may be difficult to draw and defend.
- The existence of DCL positions may make supervisory and managerial positions less attractive and more difficult to fill.
- The establishment and filling of DCL positions will likely incur some increase in personnel costs unless offset by a reduction in supervisory positions available.

**Q. Where are Dual Career Ladders appropriate for use?**

A. Dual Career Ladder jobs may be used in occupational fields such as scientific, medical, information technology, or engineering, which exhibits one or more of the following characteristics:

- Requires substantial technical or professional training and expertise.
- Is known for rapid innovation.
- Requires substantial professional training beyond the basic level.
- Possesses the potential for employees to receive national credentials or licenses.

**Q. What would be some typical duty assignments?**

A. Employees in a dual career ladder job may expect to be assigned duties such as:

- The most complex and sensitive assignments within the agency.
- Directing special projects dealing with highly complex and sensitive issues.
- Advising high level agency officials on extremely complex and sensitive issues.
- Serving on national or regional committees in their area of expertise.
- Advising or consulting with other units, governmental agencies, private providers, or private industry with respect to their area of expertise.

- Serving as a court recognized expert witness.

**Q. What policies will govern the Dual Career Ladder Program?**

A. Each agency using a Dual Career Ladder job is required to establish a policy governing its use. That policy must be reviewed and approved by the State Civil Service Commission prior to implementation. Amendments to policies must be submitted for approval by the State Civil Service Commission prior to use as well.

At a minimum the policy must address the following:

- Program goals and expectations
- Performance standards for eligibility
- Selection procedures
- Supplemental qualifications
- Scope of use including location and number of positions and the job specifications necessary to establish new job titles or amend existing titles
- Program assessment procedures and reports

**Q. How does an employee get in?**

A. Each agency must develop and administer selection procedures. Every employee entering must meet all minimum qualification requirements of the applicable job specification and any supplemental requirements established by the agency. The employee would move into the program through existing rules governing filling positions or, in the period immediately following initial approval of the policy, through reallocation of their current position.

**Q. How will the DCL Program be managed?**

A. State Civil Service provides training and assistance to agencies interested in establishing Dual Career Ladder programs. Agencies are required to submit annual reports on the use and effectiveness of the program. SCS reviews the agency report to ensure compliance with the policy approved by the Commission.

**Q. How will we know if it is successful?**

A. To a great extent, success of the program is judged by agencies in their annual program assessment procedures and reports. In addition, SCS will monitor the following factors as overall indicators of success:

- The ratio of supervisory to non-supervisory employees in the selected job series (occupational group) of the participating agency.
- Voluntary turnover rates in DCL job titles versus the highest level non-supervisory job title in the selected job series.
- Comparisons are made to the ratio of classification actions in non-supervisory, supervisory and DCL job titles in the selected job series. In other words, did the volume of classification appeals diminish as a result of DCL program implementation?

**Q. Can employees appeal to a DCL title?**

A. DCL jobs are delegated to the participating agencies. Thus, appeals will be heard by agency staff. Of course, employees have a right to appeal to the Director of State Civil Service. Employees must meet the policy requirements approved by the Civil Service Commission.

**Q. How many employees can move to a DCL job title?**

A. In general, agencies should not immediately maximize DCL use. Some slots should ideally be saved for new technology or a staffer who becomes an expert sooner than expected. A new State or Federal initiative might create the need for an expert rapidly.

While State Civil Service recommends DCL usage be limited by agencies to the minimum necessary to fulfill the agency mission, no more than 25% of non-supervisory staff should participate in the program or, should the agency choose, 20% of all positions in an applicable series. An excessive number of “experts” dilutes the value of the program and could create problems with filling necessary management vacancies.

**Q. Can a DCL position have subordinates?**

A. As a general rule, DCL positions exist as an alternative to the traditional supervisory promotional track for employees. As such, supervision is generally neither recommended nor required of DCL positions. In limited cases, a DCL incumbent might supervise one subordinate as a necessary element of the duties assumed by the position. However, these circumstances should prove the exception and expansion of supervisory responsibilities should be brought to the attention of the Compensation Division.

**Q. Can a DCL position report to a supervisor at the same pay level?**

A. Yes, although this is not recommended if the boss has the same credentials and technical skills as the DCL employee. If possible, the DCL employee should report to a higher level manager.

**Q. If a DCL employee is removed from their current supervisor, reducing their supervisor’s subordinate workforce, will the supervisor’s allocation be lowered?**

A. This is possible but unlikely. Unless the allocation was in doubt before the loss, one subordinate position may not be critical. In some cases, the agency may be able to replace the relocated position with a non-DCL employee. State Civil Service will strive to ensure that the program does not disrupt existing allocations as much as possible.

**Q. If an employee can achieve higher pay without supervising, how will supervisory vacancies be filled?**

A. If the program is successful, there will be fewer supervisory vacancies to be filled. Also, this program should only be available to a small percentage of employees (less than 20% of all positions in a qualifying series, or 25% of sub-supervisory staff positions in a series). Additionally, more ambitious staff will be aware that the DCL program will only encompass the two lowest rungs of the managerial ladder.